

Employee Development Program Competency Matrix

What is the purpose? - The competency matrix includes a list of behavioral statements and the associated quality values for each competency at several employee levels – frontline, supervisory, manager, and executive. The purpose is to help employees understand their contribution, through their individual performance, to the County's commitment to commitment to quality and to help supervisors evaluate the demonstration of these competencies through the use of observable behavioral statements.

Who created it? – The competencies definitions and corresponding behavioral statements were written by focus groups comprised of employees from all levels within the organization. These behavioral statements were reviewed and additional quality behaviors added. The County's quality values were then cross-referenced with each competency and behavioral statement.

How should I use it? – The competency matrix should be used by the supervisor to determine which behavioral statements and values are routinely demonstrated for each position. Once determined and communicated to the employee, the supervisor then evaluates each employee on how well he/she has demonstrated those behaviors and values within the appraisal period.

When should I use it? – The competency matrix should be used throughout the evaluation period. At the beginning of the evaluation period, the employee and the supervisor should discuss the definitions for each competency and the corresponding behavioral statements and quality values. The matrix could be used during the evaluation period as a supporting component of the individual development plan for the employee. Finally, during the formal annual evaluation, the matrix should be used in conjunction with other EDP tools in the evaluation of past performance and planning for future employee development.

Where can I get extra copies? – Additional copies of the competency matrix can be downloaded and printed from Chesterfield University's website @ <http://chesterfielduniversity> .

COMMUNICATION

Conveys and receives information effectively

Performs Individual Job Function

VALUES

Organizes material and information to facilitate understanding	Open Communication
Expresses ideas clearly in writing and verbally	Open Communication
Practices active listening techniques	Open Communication
Tailors communications to the audience	Open Communication, Leadership
Responds to and uses appropriate non-verbal communication	Open Communication
Consults with others effectively	Employee Involvement
Maintains confidentiality	Ethical Behavior, Leadership
Uses discretion when disseminating information	Ethical Behavior, Leadership, Open Communication
Adheres to county guidelines for all modes of communication	Ethical Behavior

Supervises a work unit

Uses the appropriate methods, including available technology, to collect, compile, and distribute information	Open Communication, Data Driven Decisions
Identifies communication problems and initiates process improvements	Open Communication, Continuous Improvement
Communicates instructions clearly and verifies understanding	Open Communication, Leadership
Makes effective presentations	Continuous Improvement

Manages multiple units of work

Presents complex issues with clarity and credibility to different audiences	Open Communication, Data-Driven Decisions
Develops communication and marketing strategies	Open Communication, Data-Driven Decisions
Communicates core values, philosophy and commitment to the organization	Open Communication, Continuous Improvement
Promotes organizational awareness	Leadership

Executive Responsibilities

Represents the organization with tact and diplomacy	Open Communication, Leadership, Ethical Behavior
Articulates and champions Chesterfield County's mission, vision, values and strategic plans	Open Communication, Leadership
Promotes continuous improvement of organizational communication	Open Communication, Continuous Improvement, Leadership

CONTINUOUS LEARNING

Pursues ongoing personal development to enhance job performance and organizational success

Performs Individual Job Functions

VALUES

Develops a personal learning plan and takes responsibility for self improvement	Continuous Improvement
Stays current with organizational changes and job skills	Continuous Improvement
Seeks to learn from others and shares knowledge	Continuous Improvement, Open Communication
Learns from mistakes	Continuous Improvement
Applies learning	Progressive Thinking

Supervises a unit of work

Models continuous learning	Leadership
Creates an environment conducive to learning	Open Communication, Leadership
Promotes internal and external learning communities and networks	Employee Involvement, Progressive Thinking
Coaches individuals in the development of learning plans and monitors progress	Leadership

Manages multiple units of work

Identifies organizational learning needs and develops strategies to meet them	Leadership
Sponsors initiatives to foster innovation	Employee Involvement, Progressive Thinking
Assesses the value of learning initiatives and makes improvements	Data-Driven Decisions, Continuous Improvement

Executive Responsibilities

Sets direction for organizational learning	Leadership, Progressive Thinking
Champions continuous learning at all levels	Leadership, Employee Involvement
Enhances continuous learning by developing partnerships and strategic alliances	Leadership, Progressive Thinking, Teamwork
Promotes organizational learning systems and infrastructures	Leadership
Participates as an active Chesterfield University faculty member	Leadership, Continuous Improvement

LEADERSHIP

Inspires others by example to ethically achieve organizational goals and objectives

Performs Individual Job Functions

VALUES

Exemplifies high standards of personal and professional behavior	Ethical Behavior, Leadership
Supports and promotes departmental performance plans and Chesterfield County's strategic plan	Continuous Improvement, Data-Driven Decisions
Takes initiative	Leadership
Demonstrates responsible risk taking	Progressive Thinking
Promotes teamwork	Teamwork, Leadership, Employee Involvement
Sets and achieves personal and professional goals	Leadership
Performs and demonstrates organizational values	Ethical Behavior
Contributes time and service to the community through volunteerism	Leadership, Continuous Improvement
Aligns personal performance to quality initiatives	Leadership

Supervises a unit of work

Reinforces high standards of personal and professional behavior	Ethical Behavior
Creates an atmosphere of trust	Leadership
Treats employees fairly and consistently	Ethical Behavior, Leadership
Mentors and coaches	Leadership
Relates work processes to county goals and objectives	Continuous Improvement
Leads by example	Leadership
Rewards and recognizes employees effectively	Leadership
Addresses employee performance issues appropriately	Leadership
Empowers employees to assume greater responsibility	Employee Involvement
Encourages participation in organizational initiatives	Employee Involvement
Uses measures to make informed decisions	Data-Driven Decisions
Communicates key information to employees	Open Communication
Supports Human Resource work systems of the organization	Leadership
Encourages employee development	Leadership, Continuous Improvement

Manages multiple units of work

Promotes collaboration between work units	Teamwork, Leadership
Champions commitment to the organization	Leadership
Advocates for resources	Leadership
Creates an environment for employee empowerment	Employee Involvement, Leadership

Aligns unit goals with county goals and objectives	Leadership
Assures development and deployment of strategic plan	Customer Focus, Continuous Improvement

Executive Responsibilities

Creates and champions organizational vision	Leadership
Participates in the development of county goals	Leadership, Data-Driven Decisions
Develops public/private partnerships	Teamwork, Leadership
Creates a positive work environment which promotes organizational pride	Teamwork, Employee Involvement, Leadership
Establishes a framework that ensures legal and regulatory compliance	Ethical Behavior, Leadership
Serves as a responsible steward of public resources	Ethical Behavior
Leads organizational initiatives	Leadership
Understands and works appropriately within the political environment	Leadership
Influences positive change in local, state and federal legal requirements	Leadership

PLANNING AND ORGANIZING

Develops and coordinates plans and activities for the achievement of the organization's goals

Performs Individual Job Functions

VALUES

Manages resources efficiently and effectively	Data-Driven Decisions, Leadership, Ethical Behavior
Sets priorities and creates action plans	
Coordinates multiple tasks	
Keeps accurate and appropriate records	Data-Driven Decisions
Monitors projects and activities to ensure timely completion	Customer Focus, Continuous Improvement
Plans work to avoid crises	Leadership

Supervises a unit of work

Establishes effective and efficient processes to achieve work unit goals and objectives	Continuous Improvement
Creates contingency plans to maintain consistent service delivery	Customer Focus, Continuous Improvement
Allocates resources to achieve work unit goals	Leadership, Data-Driven Decisions
Ensures time management systems are used	Leadership
Utilizes project and process management tools and techniques	Leadership, Continuous Improvement
Gathers and interprets data	Data-Driven Decisions
Ensures that work is completed in a timely manner	Leadership
Includes customer perspective in planning activities	Customer Focus, Continuous Improvement
Establishes and aligns action plans to goals objectives	Leadership, Continuous Improvement
Uses measures and available data to make informed decisions	Data-Driven Decisions

Manages multiple units of work

Participates in the development of departmental performance plans	Customer Improvement
Aligns and coordinates work unit plans to achieve organizational strategy	Customer Improvement
Allocates resources to balance competing demands	Leadership, Data-Driven Decisions
Assures development and deployment of Strategic Plan	Customer Focus, Continuous Improvement
Manages strategies through planning and budget cycles	Leadership,
Aligns strategies to Balance Scorecard approach	Data-Driven Decisions, Continuous Improvement

Executive Responsibilities

Implements a planning process that anticipates change	Data-Driven Decisions, Continuous Improvement
Establishes an effective performance measurement system	Data-Driven Decisions, Continuous Improvement
Plans for and allocates resources effectively and efficiently	Leadership, Data-Driven Decisions

INTERPERSONAL SKILLS

Fosters positive relationships and resolves issues by interacting sensitively, respectfully and with compassion

Performs Individual Job Function

VALUES

Contributes to a positive work environment	Employee Involvement, Leadership
Anticipates and takes steps to minimize, or resolve conflict	Teamwork, Leadership
Works effectively in a team environment	Teamwork, Leadership
Respects diversity and differing points of view	Teamwork, Leadership
Contributes to a harassment free work environment	Teamwork, Leadership
Gets along with others	Teamwork, Leadership

Supervises a unit of work

Seeks ways to resolve conflict	Teamwork, Leadership
Appreciates individual differences	Teamwork, Leadership
Maintains a harassment free work environment	Teamwork, Leadership
Encourages differing points of view, collaboration and consensus building	Teamwork, Leadership
Provides timely feedback	Open Communication, Teamwork, Leadership
Counsels with sensitivity and diplomacy	Open Communication, Leadership
Recognizes and minimizes stressful situations	Open Communication, Teamwork, Leadership
Integrates fun in the workplace	Teamwork, Leadership, Progressive Thinking

Manages multiple units of work

Advises on complex issues	Leadership, Continuous Improvement
Supports a cooperative work environment	Teamwork, Leadership, Employee Involvement
Anticipates stressful situations to minimize impact	Leadership, Teamwork, Open Communication

Executive Responsibilities

Adjusts personal style in order to build relationships with diverse groups	Teamwork, Leadership
Negotiates with sensitivity and a sense of responsibility	Teamwork, Leadership, Ethical Behavior

FLEXIBILITY

Responds to changing circumstances, accepts risk, and adapts during periods of transition and uncertainty

Performs Individual Job Function

VALUES

Adapts behavior to changing circumstances	Leadership
Remains productive during uncertain or stressful times	Leadership, Teamwork
Adjusts own priorities to meet team needs	Teamwork, Leadership
Appreciates differing work styles	Teamwork, Leadership
Supports departmental decisions, even when you don't agree	Teamwork, Ethical Behavior
Accepts feedback and learns from mistakes and successes	Leadership, Open Communication
Applies regulations, policies and procedures, but makes exceptions as appropriate	Leadership, Data-Driven Decisions

Supervises a unit of work

Educates employees on allowable exceptions to regulations, policies and procedures	Leadership, Open Communication, Data-Driven Decisions
Forms ad hoc teams when necessary	Teamwork, Continuous Improvement, Employee Involvement
Changes work unit priorities to meet changing demands	Customer Focus
Remains calm during times of uncertainty and stress	Leadership, Open Communication
Prepares employees for change	Leadership, Teamwork, Open Communication
Cross-trains employees to meet demands for service	Customer Focus, Teamwork

Manages multiple units of work

Structures work units to be responsive to situational needs and priorities	Leadership, Customer Focus
Applies change management principles	Leadership, Teamwork, Open Communication
Manages effectively during stressful situations	Leadership, Teamwork

Executive Responsibilities

Forecasts change and puts systems in place to address the impact	Leadership, Progressive Thinking, Data-Driven Decisions
Manages organizational change due to the implementation of new business initiatives	Leadership, Data-Driven Decisions, Progressive Thinking

REASONING

Capacity for logical, analytical and rational thinking

<i>Performs Individual Job Function</i>	VALUES
Knows when to ask for assistance and advice	Teamwork, Open Communication
Identifies problems and improves processes using appropriate tools and techniques	Continuous Improvement
Identifies and involves stakeholders when required	Continuous Improvement, Employee Involvement, Leadership
Weighs the effects of various options and takes the best course of action	Continuous Improvement, Progressive Thinking, Data-Driven Decisions
Relates day-to-day actions to departmental strategy	Leadership
Considers regulatory requirements when providing services	Ethical Behavior, Data-Driven Decisions, Customer Focus
Identifies contradictions in practices and policies and advises supervisor	Ethical Behavior, Open Communication, Leadership
Thinks outside the box	Progressive Thinking
Promotes usage of PDSA cycle for problem solving	Leadership, Data-Driven Decisions, Continuous Improvement
 <i>Supervises a unit of work</i>	
Evaluates impacts of decisions	Continuous Improvement, Data-Driven Decisions
Makes decisions that best support organizational strategy	Data-Driven Decisions, Continuous Improvement, Customer Focus
Brings together stakeholders to solve problems	Teamwork, Leadership, Continuous Improvement, Employee Involvement
Interprets information through the use of appropriate tools and techniques	Data-Driven Decisions
Evaluates competing demands to set priorities	Leadership, Data-Driven Decisions
 <i>Manages multiple units of work</i>	
Assimilates large amounts of information	Data-Driven Decisions, Leadership
Evaluates policies, practices and legal requirements for viability	Ethical Behavior, Data-Driven Behavior, Customer Focus
Identifies best practices and determines applicability	Continuous Improvement, Customer Focus
 <i>Executive Responsibilities</i>	
Forecasts developments and analyzes trends to establish appropriate strategies	Progressive Thinking, Data-Driven Decisions
Evaluates and reconciles competing demands and priorities	Leadership, Data-Driven Decisions
Demonstrates and promotes creativity and innovation	Progressive Thinking, Leadership, Employee Involvement
Achieves business results in Customer Service, Products and Service, Finance and Marketing, Human Resources, Organizational Effectiveness, Governance and Social Responsibility	Leadership, Data-Driven Decisions, Continuous Improvement, Customer Focus, Employee Involvement

CUSTOMER FOCUSED SERVICE

Delivers quality service based on customer expectations

Performs Individual Job Function

VALUES

Meets or exceeds customer service standards	Customer Focus
Educates customers on service delivery capability	Customer Focus, Leadership
Monitors customer service to identify gaps and unmet needs	Continuous Improvement, Progressive Thinking
Demonstrates an approachable demeanor	Customer Focus
Uses customer feedback to improve effectiveness of service delivery	Continuous Improvement, Data-Driven Decisions
Assist customers through knowledge of county services	Customer Focus
Aligns Customer Service Standards to job performance	Customer Focus, Leadership, Employee Involvement

Supervises a unit of work

Balances resources to achieve customer service commitments	Leadership, Customer Focus
Seeks and uses customer feedback to improve services	Continuous Improvement, Data-Driven Decisions
Monitors compliance with customer service standards	Data-Driven Decisions, Leadership
Recognizes exceptional customer service behaviors	Leadership
Addresses requirements and measures for customer processes	Customer Focus, Data-Driven Decisions, Leadership
Obtains customer information for strategies and improvements	Customer Focus, Data-Driven Decisions, Leadership
Identifies customer and support processes and verifies connection to strategic plan	Customer Focus, Data-Driven Decisions, Leadership

Manages multiple units of work

Designs and implements customer feedback systems	Leadership, Customer Focus, Continuous Improvement
Identifies opportunities for seamless customer service	Customer Focus, Continuous Improvement
Establishes outcome-based performance measurements	Leadership, Data-Driven Decisions
Promotes customer service philosophy	Leadership, Customer Focus
Seeks innovative approaches to service delivery	Progressive Thinking, Customer Focus

Executive Responsibilities

Seeks input from stakeholder organizations to identify long-range customer needs	Customer Focus, Leadership, Data-Driven Decisions
Ensures that policies and strategies support the organization's customer service philosophy	Leadership, Customer Focus, Progressive Thinking
Champions quality customer service	Leadership, Customer Focus, Continuous Improvement